



GREENVILLE POLICE DEPARTMENT

STRATEGIC PLAN 2016-2021





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A LETTER FROM THE CHIEF

It is a great privilege and honor for all of the employees of the Greenville Police Department to partner with our community to produce the safest city possible. The men and women in the Department work hard each day to serve you, whether you live, work or play in our great city.

I am pleased to share with you the 2016-2021 strategic plan for the Greenville Police Department. It is a document that provides a framework for organizational direction, energy and focus for several years to come. It sets forth several strategic goals and many objectives that will enhance the Department's capabilities, address critical needs and apply innovative and effective technologies to reduce and prevent crime, enhance quality of life and improve the talents and capabilities of staff.



Community engagement is woven throughout the Plan, demonstrating our focus, openness and transparency. We invite the community into our organization to experience and help us improve our operational sensitivities and awareness, as well as to strengthen our own approaches and mechanisms.

While this plan specifies a path forward, our rapidly changing world and our criminal justice and technological environments will require regular updates to ensure we are keeping pace while continuing to earn your confidence and trust along the way. Our commitment is to be the most effective community-focused police department in America. We can accomplish that vision only through outstanding service to you each day of every year.

INTRODUCTION

The strategic planning process encourages the Department to define its direction and prioritize resources, while focusing on long-term goals. Strategic planning, important financially for budgeting and funding of longer-term priorities, ensures that we create responsible, thoughtful and lasting positive change within the organization and for our community. A well-conceived strategic plan engenders support from the community we serve, and prepares our City Manager and City Council for our Department's way forward. These plans often guide funding decisions, which can be difficult to secure without a comprehensive plan guiding decisions.

To develop a roadmap for the organization, the Greenville Police Department Command Staff engaged in a retreat to discuss our Department's direction in late August 2015, at Clemson University's Greenville campus. Gail DePriest of Clemson University volunteered to guide us through this initial planning process to redevelop the Department's mission, vision and values statements. During the first day, we focused on analyzing how we think about and understand our work. We talked about individual and team dysfunction, and identified personal





barriers that can stand in the way of accomplishing our organizational goals and objectives. We also engaged in a shared visioning process to better focus the Department's mission, vision and values.

In order to have an impact on our city and its communities, we resolved to work together to achieve great things for Greenville. Core values drive our decisions and our internal and external interactions, and comprise the "character" of the organization and everyone in it. We refined our core value definitions, outlining behavior expectations, desired outcomes and how each individual could expect to benefit from living these values as a representative of the Greenville Police Department, making us successful as individuals and as an organization.

GREENVILLE POLICE DEPARTMENT CORE VALUES

• Integrity

Desired Outcomes:	Earned trust/confidence from employees and public
Behavioral Expectations:	Honesty, truthfulness, humility, stewardship, respect
Personal Benefit:	Pride, healthy conscience, doing the right thing

• Courage

Desired Outcomes:	Inspire action and change
Behavioral Expectations:	Intentionality, urgency, willingness to confront/challenge
Personal Benefit:	Strength, influencing change, being heard

• Creativity

Desired Outcomes:	Solve or mitigate complex problems
Behavioral Expectations:	Understanding, experimentation, evaluation
Personal Benefit:	Challenge, ability to influence outcomes, making a difference

• Collaboration

Desired Outcomes:	Promote team environment and response
Behavioral Expectations:	Coordination, cooperation, support, active engagement
Personal Benefit:	Achievement, identity

• Conscientiousness

Desired Outcomes:	High performance, public satisfaction with service
Behavioral Expectations:	Owens actions, initiates, responsive, knowledgeable, thoughtful, caring, communicates clearly and frequently in a timely manner
Personal Benefit:	Accomplishment, influencing organizational behavior, ability to make a difference



• Excellence

Desired Outcomes:	Demonstrated high levels of competence
Behavioral Expectations:	Goal-oriented, trained and educated, innovative, team player, coaching, empowerment
Personal Benefit:	Focus on improvement leads to personal and professional excellence

• Fairness

Desired Outcomes:	Being equitable and impartial
Behavioral Expectations:	Respect individuals and differences, decisions are made without malice, prejudice or personal bias
Personal Benefit:	Confidence, reduced anxiety, open mindedness, build police legitimacy

• Compassion

Desired Outcomes:	Advocacy, empathy, understanding, trust
Behavioral Expectations:	Community involvement, support, concern for well-being of others
Personal Benefit:	Humanity, empathy and dignity

As we refocus the Greenville Police Department, using the concepts of problem solving, partnerships, crime reduction and enhancing quality of life, we wanted to craft a vision incorporating the broader concepts of safer cities, leadership in policing and how we would like the Department to be perceived by our community and within the policing community. We agreed that our mission must be simple, achievable and straightforward to focus our conversations and guide our actions during the next five years. The elements of partnership, community outreach, crime prevention and organizational effectiveness were ever-present in our discussions.

Our Command Staff committed “To be the most effective community-focused police agency in America.” In order to achieve that vision, “The Greenville Police Department will collaborate with our community to prevent crime, promote safety and enhance quality of life.” This strategic plan represents our path forward to achieve both our vision and our mission.

After achieving consensus with our mission, vision and values statements, each Captain was assigned to develop a strategic priority. They selected representative work groups of 7-10 employees from throughout the Department to assist in defining initiatives and objectives. Several work groups met frequently; one group completed a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), while others brought in guests for Q&A and researched strategies, objectives and action steps to guide the Department’s work over the next five years. As a result, this document represents direct participation and input from approximately a quarter of the Department’s employees.





STRATEGIC PRIORITIES

The Greenville Police Department identified the following five strategic priorities for 2016-2021:

- Collaboration with our community to prevent crime, promote safety and enhance quality of life.
- Developing or adapting equipment, technologies and facilities to enhance organizational efficiency and effectiveness.
- Encouraging, educating and engaging neighborhoods and organizations as active collaborators in crime prevention and safety, thereby engendering greater community trust.
- Increasing our intelligence and information sharing capabilities.
- Recruiting and developing a professional, diverse and motivated workforce to enhance organizational performance and retention.

GPD STRATEGIC GOAL #1 – CRIME PREVENTION

The Greenville Police Department will collaborate with our community to prevent crime, promote safety and enhance quality of life.

The Greenville Police Department embraces a policing philosophy that incorporates targeted enforcement strategies with a number of prevention and intervention efforts to reduce the opportunity for crime to occur. We will use data, intelligence and research-based best practices to guide us as we explore and implement new ways to prevent crime and promote safety to fulfill the mission of the Greenville Police Department. Using the SARA problem-solving model (Scan, Analyze, Respond and Assess), we will concentrate on location, victim and offender as we identify, understand and respond to our crime and disorder challenges.

Crime prevention improves the quality of life for every member of our community. Enhancing community partnerships engenders cooperation, collaboration and cohesiveness between the public and police. Trust between community and police is the first step in addressing disorder concerns and social problems, and may be the most cost-effective way to solve crimes. Implementing community-based problem-oriented policing will be the cornerstone for building working partnerships throughout the city to reduce crime, promote order and enhance quality of life. Reductions in crime are greatest when the public fully participates in community safety.

Crime reduction also requires us to look at crimes and locations differently than in the past. Long-standing difficulties with nuisance locations can require abatement and may result in civil action, code enforcement and fire marshal attention. Many solutions fall outside traditional police response and require participation of the City, the County, business owners, landlords or neighbors.

Within our city, repeat and serious offenders constitute much of our crime problem. Gangs, juveniles, drug traffickers and those at-risk of gang entry pose a real threat to community safety. We investigate and propose strategies that link identification, support and encouragement with strict accountability. Working with the



public and other criminal justice entities, we can identify alternatives to crime, collaborating to address the culture of violence and victimization to the degree we can influence it.

Initiative 1: Develop and implement a **Community-based Problem-oriented Policing Plan (CPOP)** that organizes police resources around sub-jurisdictional geographic patrol, outreach, investigative and command responsibilities and accountabilities, to better connect with and serve communities, and to facilitate the establishment of problem-solving partnerships to address problems of crime, disorder and safety.

Initiative 2: Right-size and manage the workforce to best support the CPOP.

Initiative 3: Introduce new strategies, such as **CHOICE (Chronic Offender Intervention and Community Engagement)** to identify violent and other high priority offenders — those most harmful to the community — and focus on reducing the frequency, severity and harm of their offenses.

Objective 1: Identify and maintain a list of serious and prolific offenders who commit crimes in the city of Greenville to:

- Put them on notice of enhanced focus by police and prosecutors.
- Enable prioritization of criminal justice, prevention and intervention initiatives.

Objective 2: Implement a Priority Offender Program comprised of the following components:

- Supporting judicially imposed pre-trial release and probation structures for priority offenders through active GPS monitoring by the Police Department.
- Partnering with the S.C. Department of Probation, Parole and Pardon staff to participate in welcome and compliance checks.
- Producing and following up on criminal investigative leads by enabling routine crime and priority offender location analyses to discourage and to rapidly identify and address recidivism.
- Collaborating with service providers, non-profit and community groups to connect priority offenders with intervention or support services to address individual needs in the prevention of recidivism and restoration of self-sufficiency.

Objective 3: Partner with the 13th Circuit Solicitor to enhance prosecution efforts for priority offenders who commit subsequent serious or violent crimes in the city.

Objective 4: Partner with the U.S. Attorney's office to prosecute offenders involved in gun-related crimes, violent criminal enterprises or gang-related violence. Continue to support Operation Real-Time, an effort to rapidly detain and federally prosecute gun offenders to reduce violent crime.



- Objective 5:** Improve coordination of priority offender investigations with the Greenville County Sheriff's Office, where offenders or their criminal networks overlap jurisdictions.
- Objective 6:** Add and assign a detective to the S.C. Attorney General's task forces to support investigations into Internet Crimes Against Children (ICAC) and Human Trafficking (HTTF).
- Objective 7:** Increase detective strength in the Vice and Narcotics Bureau by four detectives to initiate more prostitution and Backpage prostitution investigations, initiate drug intercept investigations at all major postal carriers, add a drug canine function and better support Patrol in managing and completing neighborhood drug investigations.

Initiative 4: Develop and engage in youth outreach and intervention programs to reduce involvement or interest in juvenile gangs and crime.

- Objective 1:** Collaborate with Greenville County Schools (GCS) to develop and implement a truancy reduction program to reduce juvenile crime and victimization.
- Objective 2:** Collaborate with GCS to implement the Gang Resistance Education and Training (GREAT) program within all GCS schools within the city and where city residents attend, and the GREAT Academy during each summer.
- Objective 3:** Restructure the School Resource Officer program to help ensure school order and reduce the school to prison pipeline by revising operating procedures and protocols, training and evaluation of SROs.
- Objective 4:** Evaluate the juvenile curfew for efficacy and potential expansion as appropriate to prevent juvenile crime and victimization.
- Objective 5:** Implement the Gang Reduction and Violence Intervention Targeting Youth (GRAVITY) program to connect gang members and at-risk youth to intervention, mentoring and social services to reduce or prevent gang involvement.
- Objective 6:** Implement a High School Police Academy in collaboration with Furman University's Bridges to a Brighter Future program to foster greater levels of understanding and positive interaction among police and at-risk youth, as well as interest in policing as a career.
- Objective 7:** Continue to develop the Cops on the Court youth basketball program, in collaboration with organizations and members of our community, to provide gang involved or at-risk youth with positive weekend activities and interactions with police officers and community mentors.



Initiative 5: Improve safety and quality of life along major business corridors within our community through enforcement, education and collaboration with other City stakeholders.

Objective 1: Reduce collisions and injury and damage levels of collisions, and improve efficient and safe movement along major corridors through engineering improvements and targeted enforcement campaigns.

Objective 2: Identify areas of concern to neighborhoods and local pedestrian and bike safety. Participate in Traffic Calming forums to address community interests, in collaboration with the City, County and State Department of Transportation.

Objective 3: In conjunction with the SCLEN (SC Law Enforcement Network), develop local awareness campaigns to promote safe and courteous driving through a variety of media and in a variety of media formats.

Initiative 6: Reduce property crimes through the development and implementation of programmatic strategies that address the components of the Crime Triangle: Offender, Victim and Location.

Objective 1: Routinely identify repeat and hot spot property crime locations and analyze locations for target hardening measures using concepts of Crime Prevention Through Environmental Design (CPTED), working with property owners as they make improvements.

Objective 2: Establish a rental property crime and nuisance abatement program through which the Police Department educates property managers and owners of problems and works collaboratively with them to improve control and management of affected properties.

Objective 3: Identify and work collaboratively with hot spot or at-risk businesses to reduce crimes on their properties through education, outreach, CPTED and other target hardening measures affecting the property, customers and staff.

Objective 4: Increase the number of staff trained and certified in crime prevention, CPTED and Crime Free Multi-Unit Housing Programs; and engage in an online crime prevention campaign with CPTED checklists and prevention videos.

Objective 5: Establish and strengthen communications with neighborhoods, taking advantage of existing and emerging networks, including neighborhood meetings, and internet and mobile applications. Enlist push and pull information technologies in order to communicate crime prevention messages effectively and allow the public to report crime immediately.



Objective 6: Complete and evaluate the Police Department's shoplifting intervention program for first-time shoplifters.

Initiative 7: Reduce the incidence and severity of domestic violence. Develop programs in partnership with our community which are designed to reduce the number of violent crimes. Our goal is to reduce fear while simultaneously building trust and confidence.

Objective 1: Initiate and maintain domestic violence crime and calls for service analyses to:

- Identify significant or repeat addresses where violent crimes occur.
- Identify victims and offenders who are involved in repeat violent offenses.

Objective 2: Adapt a focused deterrence approach to domestic violence offenders to reduce the incidence of repeat violence by:

- Partnering with Greenville Health System, Greenville County Schools, Safe Harbor, the Julie Valentine Center and other viable organizations to provide victim assistance and offender intervention.
- Embracing focused police intervention and enforcement with domestic violence offenders.

Initiative 8: Expand the use and utility of DNA as a means to effectively solve and prevent both violent and property crimes.

Objective 1: Analyze the capacity and backlog of the County and State DNA labs to determine capacity to accommodate increased profile and evidence analyses.

Objective 2: Evaluate the efficiency and efficacy of private laboratory DNA analyses in criminal investigations and compatibility with FBI CODIS database.

Objective 3: Develop City, County, State and private laboratory networks to cost effectively and quickly process DNA analyses to link offenders with crimes, and link multiple crimes for investigation.

Initiative 9: Develop a cold case investigation function within the Criminal Investigations Division to examine cold case homicides and serious sexual assaults in an effort to bring closure to victims and their families.



GPD STRATEGIC GOAL #2 – TECHNOLOGY AND FACILITIES

Develop or adapt equipment, technologies and facilities to enhance organizational efficiency and effectiveness.

The Greenville Police Department is committed to becoming the most effective community-focused police agency in America. To achieve our vision, the agency must evaluate our physical facility infrastructure and embrace technology in all aspects of our operations to increase the efficient use of human capital and resources. The Department has purchased and implemented various types of technology, such as an automated tag reader, image enhancement software and undercover surveillance equipment; however, these items and others have led to limited returns due to the lack of a comprehensive deployment and use strategy. In addition, we have not modernized our facilities, which limits our ability to rapidly adapt to new prevention, intervention and enforcement methods, while also restricting our collaborative opportunities to bring in volunteers, interns and other members of the public to increase awareness of our role in the community.

The coming years are critical to the Department's technological infrastructure development. It is imperative that we work to purchase and implement products that integrate better together rather than acquiring materials and services that only address a narrow or specific need in the organization. Our focus will be on searching the market for software and hardware that can link and improve our access to data, such as SCDMV records, criminal records, incident reports, ticketing and citation records. Currently, our personnel must maintain numerous logins and passwords while accessing each of the sources independently. We have also identified deficiencies in our ability to source real-time data from CCTV, SCDOT, City and Police Department assets, social media, National Weather Service and other feeds that provide crucial time-sensitive information to help direct City resources to effectively address fast-moving incidents such as a natural disaster, major weather event or an active shooter.





The Police Department has a critical need to increase the connectivity of our personnel. The Department has a limited number of air card-equipped laptops and an even smaller number of smartphones. These devices are becoming more critical every day as we struggle to keep pace with the challenges facing our community.

The Department recognizes that we have reached a point where our physical infrastructure needs have become critical. During the past 20 years, our range facility is the only location occupied by the Police Department that has seen a significant renovation. To date, no comprehensive plan has been adopted to address our other locations. The majority of our personnel are located in the Greenville County Law Enforcement Center building, constructed in 1973, where we currently occupy approximately 10,000 square feet. The building is currently completely occupied and space reconfiguration is acutely limited and insufficient to meet strategic needs. The Greenville County Sheriff's Office, the other primary occupant of the structure, was forced to move many of its assets into separate buildings several years ago.

The City must identify a solution to meet our needs. The Department has already located a significant number of officers on the second floor of the Municipal Court building, located at 426 North Main Street. The Traffic Unit, Animal Control Unit, Central Business District Unit, Vice Unit, IT staff and the supply selection occupy the 9,600 square feet available at this location, with no room for expansion. The building, constructed in the 1940s, is in desperate need of a total renovation to address leaks, window and HVAC issues, peeling paint, restrooms and appearance.

Initiative 1: Develop new facilities.

- Objective 1:** Construct, lease or otherwise acquire a structure within the city of Greenville that meets the needs of the organization and fits within the capital resources allotted by the City of Greenville.
- Objective 2:** Create a long-range facility plan in order to effectively plan for bond cycle funding and CIP programming for permanent police operational and administrative facilities.
- Objective 3:** Collaborate with other City departments to develop or lease a driver training facility to enable a full range of driver training needs to improve operations safety and reduce collisions and resulting injuries.
- Objective 4:** Improve existing rifle range facility to ensure safety of employees and nearby residents.
- Objective 5:** Relocate Vice and Narcotics Bureau from main police facilities to a remote facility to promote greater effectiveness in managing undercover operations and informants.



Initiative 2: Provide a unified information handling infrastructure that supports acquisition, dissemination, classification, analysis and retention of criminal justice information.

Objective 1: Create an access portal that allows personnel to log into multiple programs and databases through the use of a single access point, thus reducing the time and energy required to secure needed information in the field.

Objective 2: Examine the feasibility of implementing an in-car web-based crime mapping application to improve officer awareness of existing and emerging crime trends or problems, assignments to address such trends and ability to log activities directly related to addressing such trends and problems.

Objective 3: Improve investigative efficiency and effectiveness by implementing a federated search capability that enables information stored across multiple databases to be queried through one search function.

Initiative 3: Improve productivity within the organization through acquisition of technology and process improvement in departmental systems and processes.

Objective 1: Implement and continue to develop comprehensive critical incident and emergency management software for the City of Greenville to optimize resources, enhance responses to and management of major incidents or events and enhance overall safety in the community.

Objective 2: Identify and acquire portable, covert video camera systems to support undercover vice and narcotics investigations, as well as to support the management and safety of major events through the software acquired in Objective 1 of this section.

Objective 3: Expand the City video camera infrastructure throughout downtown and along the Swamp Rabbit Trail to support enhanced safety, resource management and event management.

Objective 4: Implement stationary license plate readers in strategic locations downtown to enhance safety by providing data to solve crimes, and to rapidly locate stolen vehicles or wanted individuals.

Objective 5: Ensure Computer Aided Dispatch (CAD) and Records Management System (RMS) platforms link data between the two systems to improve the accuracy of collected data, reduce time to process calls for service, provide address validation and offer other improvements to data accuracy and efficiency.



- Objective 6:** Add or develop an interactive GIS mapping capability to our current CAD system to enhance patrol response to service calls by identifying closer units and by pinpointing the location of complainants who are unable to provide sufficient location information.
- Objective 7:** Rebuild the video recording system for the interview rooms to adequately provide video evidence for successful case resolution and prosecution of offenders.
- Objective 8:** Improve the efficiency of the field training process by obtaining new software to better manage and track recruit progress through the Field Training Program.
- Objective 9:** Update traffic reconstruction crash data recovery software to support accurate and effective crash reconstruction in cases involving newer vehicles and high-end luxury cars that are not supported with current equipment.

Initiative 4: Provide hardware resources so that storage, bandwidth and processing power are always sufficient for application performance at levels acceptable to the users. Anticipate demand for hardware resources so that lead time is sufficient to provide system capacity in advance of need.

- Objective 1:** Explore feasibility of virtualizing police applications to improve flexibility and efficiency through more cost-effective access platforms such as tablets and smartphones.
- Objective 2:** Improve crime scene and investigation management and efficiency by providing detectives with mobile devices to gather and process data related to people, places and events, and to otherwise communicate effectively at crime scenes.
- Objective 3:** Implement a secure storage solution capable of managing large and voluminous Vice and Narcotics video and audio evidence files.

GPD STRATEGIC GOAL #3 – COMMUNITY TRUST AND ENGAGEMENT

Encourage, educate and engage neighborhoods and organizations as active collaborators in crime prevention, safety and the operations of the Police Department, engendering enhanced understanding and community trust of the Department and its employees.

The Greenville Police Department is committed to partnering with the public we serve. Our priorities are identifying crime and quality of life concerns, and developing and implementing sustainable solutions. We will work with a spectrum of public and private agencies to make a substantial impact on the conditions that make neighborhoods, businesses and individuals vulnerable to crime. The goal is for all citizens to share responsibility in making Greenville a safe community, and to ensure that the public feels safe in the neighborhoods where they live, work, play and visit.



Initiative 1: Strengthen external strategies to build community confidence and trust.

- Objective 1:** In addition to other external outreach activities identified in this Plan, continue to develop and expand community outreach activities, including the Greenville Police Citizen's Academy, National Night Out programming, ride-along program, monthly safety campaigns and community group safety talks.
- Objective 2:** Collaborate with the community to develop a Greenville Police Foundation, with an underlying premise of making our city safer and improving quality of life through community support and recognition of Police Department staff, research and development of crime fighting and prevention initiatives and acquisition of cutting-edge technologies.
- Objective 3:** Develop and grow volunteer and internship programs that enable members of our community to serve alongside Greenville Police staff in ways that are meaningful to the successful operation of the Department and to the volunteer as well.
- Objective 4:** Increase volunteer outreach from the Greenville Police workforce by increasing number of volunteer hours and organizations served.
- Objective 5:** Work to create a collaborative community advisory committee to advocate and improve accountability with the public, sensitivities of policies and training and incident review and discussion.
- Objective 6:** Utilize media to publicize positive programs and initiatives of the Department. Share news and information directly with citizens through social media to engage the community directly in crime prevention and problem solving efforts. Take advantage of all media outlets to push the message of crime prevention and safety.
- Objective 7:** Conduct community surveys to assess City of Greenville residents' perceptions with respect to safety, crime, police responsiveness and police activities and adjust policies, strategies, tactics and/or training to improve those perceptions.
- Objective 8:** Evaluate and adjust for performance improvement our many partnerships with mental health, addiction, and special needs organizations, including: United Ministries, Phoenix Center, Miracle Hill, Salvation Army, Greenville Mental Health, Mental Health of America, South Carolina Autism Association, and National Alliance on Mental Illness, and Greenville County Homeless Coalition.
- Objective 9:** In partnership with Task Force including Probate Court, Greenville Mental Health, St. Francis Hospital, and Mental Health of America, Greenville Health System and Phoenix Center, support the effort to develop a local crisis intervention center to improve the response to persons suffering mental illness and reducing levels of incarceration of these persons for minor offenses.



Initiative 2: Implement internal strategies to develop community confidence and trust.

- Objective 1:** Establish a body-worn camera program to promote public confidence, improve safety for officers and the public and quickly resolve concerns about police-community interactions.
- Objective 2:** Establish a culture that promotes openness, fairness and ethical behavior that mandates the highest quality of public service. Institute culture-changing policies, programs and training to solidify the Department's core values and ethical principles.
- Objective 3:** Provide regular training in ethics, integrity and discretion throughout an officer's career.
- Objective 4:** Establish an independent complaint mediation process to improve understanding, sensitivity and performance between complainants and Greenville Police employees.
- Objective 5:** Implement an automated internal investigation database that provides for complex analyses of organizational performance in areas of complaints, uses of force, pursuits, collisions, forced entries and employee injuries.
- Objective 6:** Revise the quality and automation of the Early Intervention System (EIS) to improve employee performance, reduce the frequency of supervisor investigations and improve service delivery to the public.
- Objective 7:** Provide cultural awareness training to officers so they can effectively engage with members of ethnic and immigrant communities to build trusting relationships.
- Objective 8:** Establish comprehensive crisis intervention and de-escalation training in both classroom and practical training environments to better equip employees for resolving conflict without complaints or the need for force.
- Objective 9:** Review, pre-plan, and implement major incident response policies; and coordinate with partnering agencies and the community to ensure transparent and effective strategies for emergency situations.

GPD STRATEGIC GOAL #4 – INTELLIGENCE AND INFORMATION SHARING

Develop Greenville Police Department's intelligence and information sharing capabilities.

Criminals transcend city borders and move freely among jurisdictions. Effective multi-jurisdictional strategies require both data sharing and operational partnership and coordination. Specialized units and multi-agency task forces share data to develop multi-jurisdictional cases.



As noted in GPD Strategic Goal #2, technology and data are key to identifying crime, detecting and tracking criminals and intervening to prevent repeat crime and victimization. While our goal is a systematic, efficient method of capturing, synthesizing and analyzing data, our current reporting, records and data systems prevent systematic, efficient capturing and analysis of emerging trends and patterns. Our ability to quickly and easily identify offenders and their networks is deterred by multiple password-protected disparate data systems, making it difficult to extract or share information.

In order to analyze and synthesize data to drive operations, we must identify processes to improve information sharing and coordination. The needs of patrol officers, detectives and supervisors are varied; however, in-car interactive crime mapping is an example of improving information availability at the street level, while providing feedback information to detectives and supervisors about patrol activities and generating investigative leads.

The Greenville Police Department's currently limited field intelligence capabilities require department-wide coordination and collaboration to develop the most effective way to collect information and analyze and disseminate intelligence. The goal is to provide Greenville Police officers with intelligence that enables them to prevent or solve crime and mitigate complex problems. Instead of reacting to crime, our strategy of proactive intelligence and information sharing will help ensure a well-trained, effective workforce is prepared to identify problems and implement appropriate solutions.

Initiative 1: Develop and appropriately share all relevant information within the Department in a timely manner.

Objective 1: Implement offender and criminal network link analysis software/tools to enable the Police Department to effectively link people, places and events to accomplish the following:

- Intercept and disrupt criminal activities before or as they happen.
- Improve case closure rates.

Objective 2: Identify and implement a single comprehensive criminal intelligence and tracking system to effectively manage all intelligence, leads and case information.

Objective 3: Utilize existing forums such as the Police Department intranet, Compstat, intelligence briefings and regular crime reduction meetings to enhance the flow and use of operational information and intelligence across functions and disciplines.

Objective 4: Increase the department's acquisition, knowledge and use of gang, gun, drug, and violent crime intelligence. This requires standard and consistent data collection, mining, and analysis; the creation and dissemination of intelligence products; and employee training.

Objective 5: Cultivate and use criminal informants to better prevent and intercept crime, and to facilitate case closure.



Initiative 2: Strengthen current external information sharing partnerships to improve investigations and reduce crime and victimization.

Objective 1: Develop information sharing networks with area police agencies to share crime, suspect and gang information from law enforcement agencies throughout the region.

Objective 2: Ensure reliable and timely flow of relevant information and intelligence between task force officers (ATFE, DEA, FBI Gang and U.S. Marshals) and the Greenville Police Department.

Initiative 3: Ensure that all officers are trained to access and use available information and data systems.

Objective 1: Centralize access to all job relevant data systems to enhance availability of systems to employees.

Objective 2: Train employees to access and use federated search capabilities across informational databases to enhance the speed, quality and outcomes of investigations.

Objective 3: Ensure all officers are trained to locate, understand, access and use the various available criminal and informational data systems/search engines to enhance speed, quality and outcomes of investigations.

Objective 4: Train officers on the functionality of the Police Department intranet and how to best utilize the page to obtain and share information.

GPD STRATEGIC GOAL #5 – RECRUITMENT AND PERSONNEL DEVELOPMENT

Recruit and retain a professional, diverse, and motivated workforce to enhance organizational performance and retention.

In the past several years, sworn police personnel attrition rates have hovered between 7% and 11% and communications staff attrition rates have averaged nearly 16%. This level of attrition results in diminished organizational experience and capabilities, excessive workload on existing staff and training personnel and excessive cost to the City. The majority of employees leaving the Department leave within the first five years, resulting in high cost to the City and reduced returns on investments in recruiting, hiring, training, equipping and paying employees.

Diversifying the organization is another challenge, particularly in light of the national climate and perceptions of policing suffering among racial and ethnic minorities. Currently, the sworn composition of the Police Department



reflects a force that is 88.6% male and 11.4% female, and 81% white, 13% African-American, 3% Hispanic and 2% Asian or other race. Sworn supervisory staff better reflect the workforce, but there are few minority candidates in competition or contention for ascending ranks. While there are a variety of factors beyond our control that limit our ability to reflect the actual diversity of the available workforce, the Department must do more to focus its resources and attention on attracting, retaining and developing minority candidates and officers.

Another factor affecting our ability to attract and retain police officers is a disparity in compensation. A recent salary survey revealed that comparison police departments provide annual officer compensation at the full-time equivalent of 2,080 hours of work. The Greenville Police Department provides annual officer compensation at the full-time equivalent of 2,236 hours of work, which results in a Greenville Police officer working 156 hours more for the advertised annual salary. Additionally, the starting and median salaries for comparable non-exempt officers and sergeants are over 5% greater than starting and median salaries for Greenville Police officers and sergeants. Taken together, these two concerns create a compensation gap of nearly 10%, which complicates hiring and retaining officers who may earn more elsewhere as a new or experienced (lateral) officer.

For the Greenville Police Department to achieve its hiring and retention goals, staff will need to refocus recruitment energies and investments, streamline hiring processes, provide very competitive compensation and continue to invest in training and development of our employees.





Initiative 1: Create and fund a compensation plan for sworn police officers that reflects competitive salary and benefits to aid in recruiting and retaining a stable workforce.

Initiative 2: Enhance current recruitment by ensuring our efforts are targeted and effective.

Objective 1: Develop recruitment partnerships in advertising and marketing to enhance the Department's reach into diverse and minority communities within and beyond our city.

Objective 2: Expand opportunities to attract lateral police officers to reduce time in training, increase field experience levels and improve field personnel strength.

Objective 3: Create a diverse recruitment team that can initiate and participate in recruiting outreach activities in the city, at HBCUs, in classrooms, at career fairs, on military installations, with community and church groups and through social media.

Objective 4: Initiate recruitment bonuses for employees who refer and mentor a new employee for the first year of employment.

Initiative 3: Review hiring practices and procedures to ensure clarity, simplicity and equity.

Objective 1: Analyze each step of the hiring process to assess where and why candidates are exiting and implement workable adjustments to improve hiring performance and efficiency.

Objective 2: Assess and revise the existing recruitment web page and application process to improve process clarity, needs and process efficiency.

Objective 3: Review and revise the interview process to identify best practices to create consistency and relevance in process, questions and results.

Initiative 4: Develop a skilled, professional, motivated and high-performing workforce.

Objective 1: With the assistance of City Human Resources, revise the college tuition assistance program in order to encourage a college-educated police workforce.

Objective 2: Review and revise organizational training to best reflect the mission, vision, values and policies of the Police Department, and to best prepare employees for successful careers with the Police Department.

Objective 3: Revise the performance evaluation process for the Police Department to better reflect the expectations of the work and measures that promote Police Department objectives and positive peer engagement of work tasks.



- Objective 4:** Review and revise formal and informal recognition structures and policies to provide greater opportunities for employees and teams to feel valued and appreciated for their contributions to the organization and community.
- Objective 5:** Examine and revise operational and administrative decision processes within the Police Department to identify opportunities for collaborative employee work groups to influence outcomes, appropriately balancing organizational and employee needs.
- Objective 6:** Establish a succession planning process for critical positions and ascending ranks within the Police Department that includes mentoring, leadership and skills training, team values, goal setting and exposure to new roles in advance of vacancies.



